

MASS.  
TC50.2:  
M39/2



# Massport

Moving New England



# In The Beginning

By 1956, the once great Port of Boston had lost its prestige, falling into a steep decline for many reasons. Its antiquated facilities, labor management problems, and its dwindling shipping services precluded competition with other modern, more aggressive Atlantic ports. Logan Airport in 1956 was 34 years old. Despite the efforts of the state, the federal government, and the city of Boston, all of whom had a hand at its management, Logan Airport had never operated in the black. The Mystic River Bridge had just opened in 1950 and was the only one of these three major transportation facilities generating net revenues.

Governor Christian Herter saw the need for the state to integrate Boston's transportation facilities. He wanted to restore the Port of Boston to its former glory and transform Logan into the international gateway it is today. He told the state legislature that "creation of a port authority will go far in revitalizing the city of Boston and the metropolitan area whose industrial life is slowly and surely being strangled by inadequate transportation facilities."

To attract industry, investment capital, and commerce to the Commonwealth, the State Legislature created the Massachusetts Port Authority in 1956. The legislative mandate took effect in 1959 and merged the Mystic River Bridge Authority, State Airport Management Board, and the Port of Boston Commission.

Massport, as it is popularly called, was charged to operate and develop major commercial maritime and aviation facilities and also to promote the economic development of the entire region. As the primary mover of products and people to and through New England, Massport's continuing mission has been both complex and challenging:

- ▶ To provide air, sea, and bridge facilities of the highest quality and efficiency for Massachusetts and New England;
- ▶ To promote economic growth in Massachusetts and regionally; and
- ▶ To minimize any adverse effects from our operations and facilities on neighboring communities.



Since its inception, Massport has been a revenue generating, self-supporting agency, operating without state tax revenue. Massport is financed through charges paid by users and tenants of its services and properties (aircraft landing fees, bridge tolls, rents, etc.), privately held revenue bonds, return on Authority investments and through federal assistance for some types of construction.

Massport also oversees the organization, the Enabling Act under which Massport was formed, mandates a seven member board appointed by the Governor of Massachusetts to staggered seven year terms. Ultimate responsibility for the creation and implementation of agency policy rests with the members who serve without compensation. In turn, they appoint the executive director who is responsible for the daily operations of the Authority.



Over 900 employees administer and operate Massport's facilities which have grown since 1956 to include:

- ▶ Logan International Airport in East Boston;
- ▶ Moran Container Terminal in Charlestown;
- ▶ Conley Terminal in South Boston;
- ▶ Harbor Gateway Terminal in South Boston;
- ▶ Black Falcon Cruise Terminal in South Boston;
- ▶ The Tobin Memorial Bridge;
- ▶ Hanscom Field in Bedford;
- ▶ The Boston Fish Pier in South Boston;
- ▶ Commonwealth Pier in South Boston (site of World Trade Center Boston);
- ▶ Hoosac Pier in Charlestown (site of Constitution Plaza);
- ▶ East Boston Piers;
- ▶ The Boston Marine Works in East Boston;
- ▶ The former Revere Sugar Terminal in Charlestown.



# Logan International Airport

Logan International Airport occupies 2,400 acres of land in East Boston. Logan has five runways, five passenger terminals, air cargo and maintenance hangars, parking garages, and approximately 75 aviation-related and support businesses. Logan Airport—the airlines, related businesses, and Massport—employs more than 14,000 people, making Logan not only the gateway to New England, but also a major contributor to the economic health of the Greater Boston area and the region.

## Air Service

Logan Airport has five passenger terminals, simply named Terminals A, B, C, D and E, each with their own ticketing,

gate areas, baggage claim, and ground transportation facilities. The terminals service domestic and international flights, as well as cargo and commuter carriers.

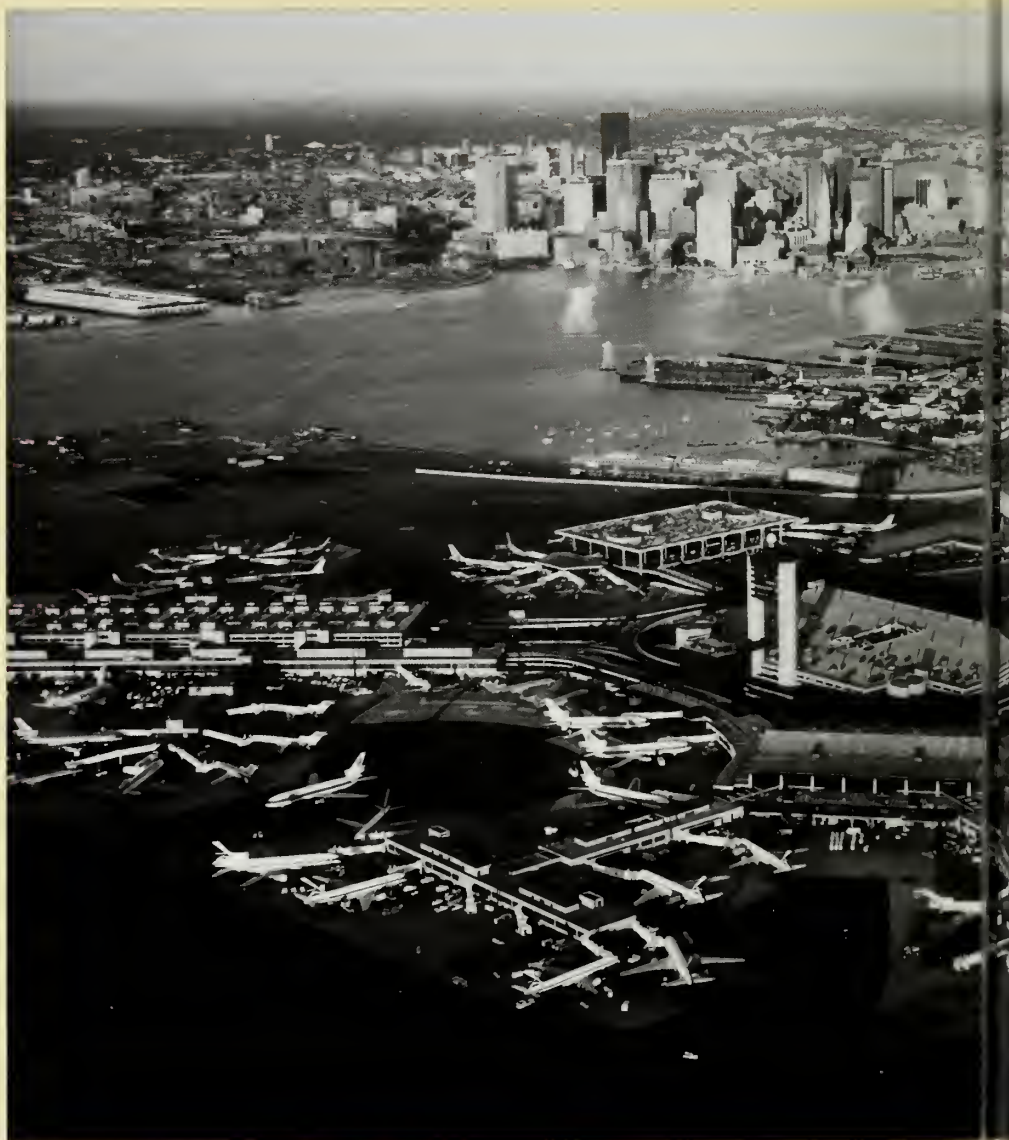
Logan's scheduled carriers provide nonstop and direct service to over 150 U.S. cities and connecting service to 230 more.

Logan has an average of 550 international flights each week with nonstop, direct and connecting service to Canada, Europe, Mexico, the Caribbean, the Far East and South America.

In 1987, approximately 23 million passengers travelled through Logan International Airport, while 676.4 million pounds of cargo and mail were transported through Logan.

## Logan

On June 4, 1923, Boston's first airplane touched down on a 1,500-foot cinder runway at a tiny airfield called "Boston Airport." The airport, which would one day become Logan International Airport, was built by the U.S. Army on 189 acres of tidal flats next to East Boston. Ultimately, more than 2,000 acres of Boston Harbor would be filled in to create the commercial aviation facility. In 1943, the airport was named for General Edward Lawrence Logan. General Logan was a distinguished Boston judge, statesman, and World War I soldier.





# Port

On the southern perimeter of Logan Airport is Logan South Harborside, a 90 acre air cargo/commercial complex. Logan South's modern air cargo center houses state-of-the-art cargo terminals as well as the Amelia Earhart General Aviation Terminal and a fireboat/ferryboat dock. Also along the water's edge is the Massachusetts Technology Center—an office/industrial complex—which is bordered by a public harborwalk and waterfront park.

## A Responsible Neighbor

At Logan Airport, Massport has become a nationally recognized leader in noise abatement efforts, with tough noise rules and a pioneering soundproofing program for

schools and homes in local neighborhoods where airport-related noise has been a major problem.

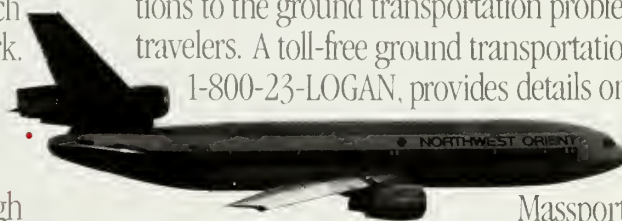
## Getting There

Getting to and from Logan are equally important links in the chain of travel, so Massport has been providing solutions to the ground transportation problems that often face travelers. A toll-free ground transportation hot line,

1-800-23-LOGAN, provides details on taxis, mass

transit, buses, and specific

Massport initiatives like the Logan Express Buses and the Airport Water Shuttle.



## Ground Control

There are five runways at Logan, 93 acres of concrete apron, 144 acres of asphalt apron, and 14 miles of taxiway. The runways feature precision navigational aids and high intensity runway and taxiway lights.

The 22-story, 300-foot control tower was constructed by Massport in 1973. Staffed by Federal Aviation Administration air traffic controllers, the Logan tower is the largest of its type in the world.



## A City Within A City

Logan provides all of the services a big city has to offer. There are restaurants, newsstands, and gift shops in every terminal. Additional passenger amenities include a bank, foreign currency exchange booths, a post office, a medical station, a dentist's office, a chapel—even a children's play space. For overnight stays, there is a 600 room hotel. Logan has its own police and a fire department that boasts the most advanced fire fighting equipment in the world. And to keep everything running smoothly day and night, Logan has its own power plant and fuel depot.



# Laurence G. Hanscom F

L.G. Hanscom Field is New England's busiest general aviation airport. Located about 20 miles northwest of Boston, Hanscom Field is geographically bounded by the towns of Lexington, Concord, Lincoln, and Bedford. Home to almost 500 permanently based aircraft, the airport serves the diverse flying needs of major corporations, research and development firms, and educational institutions.

Hanscom Field's major users are a mix of private pilots and flight schools. Other operators include some charter, light cargo, and military aircraft.



## Massport's Second Airport

In 1940, the Commonwealth of Massachusetts acquired 500 acres of land in Bedford, Lincoln, and Concord and the site was established for permanently based aircraft operators and flight schools. The airport was turned over to the Army Air Corps in 1941 and military operations prevailed until Massport became operational and assumed control of the state land in 1959. By 1974, general operations and maintenance of the airfield became Massport's responsibility and military operations declined to only occasional use of the airfield. Hanscom has since been managed as a general aviation facility.



## Meeting The Needs Of The Community

Massport's management of Hanscom Field has resulted in improvements ranging from the airport's infrastructure to the development of a Master Plan that guides the Authority in shaping the airport's future. The Master Plan reflects the diverse interests of Hanscom Field users, neighbors, and community leaders.

Air and ground traffic, noise, and land use are the issues most important to Massport and the airport's constituencies. Through the Hanscom Field Advisory Commission—a group representing neighbors, users, concerned citizens groups, and appropriate public agencies—Massport regularly seeks community advice and comment on plans and proposals.



## Controlling Growth

Of great importance to the communities surrounding Hanscom Field is the rate of growth in operations at Hanscom and the retention of the character of the airport. The Master Plan placed a ceiling on the number of allowable operations at the airfield, so Massport closely monitors general aviation trends to insure that operations do not exceed that limit.



# eld

During the past ten years, Massport has committed more than \$13 million in capital expenditures at Hanscom to include the construction of 100 T-hangars, a new taxiway, and resurfacing of its two runways. Under Massport's management, the Federal Aviation Administration has constructed instrument landing systems and runway approach lighting systems for two runways. There are also 200 buildings and 1,200 acres of land maintained by Massport.

## A Delicate Balance

Committed to maintaining the quietest possible operations

at Hanscom Field, Massport implements an active noise abatement program. The Authority has also minimized adverse environmental impacts for Hanscom's neighbors by not expanding the airfield facilities and by not allowing commercial carriers with 60 seats or more to use Hanscom.

Hanscom Field's popularity derives from its excellent location and facilities. Business users, in particular, cite the airport's location (near Route 128 and its many high tech industries) and sophisticated navigational aids as prime reasons for using the airport.





# The Port Of Boston

The Port of Boston is the international gateway to New England and at 350 years old, it is one of the oldest, full service ports in the United States. Massport owns and operates three public cargo terminals in the Port that provide the entire range of amenities expected in a major, well-established seaport city: Moran Terminal in Charlestown; Conley Terminal at Castle Island, South Boston; and Harbor Gateway Terminal, South Boston. High value general cargo, such as machinery, photographic equipment, computer parts, and consumer goods are shipped in modern containers through the Port's three public terminals. Each year the terminals handle more

than one million tons of general cargo worth nearly \$4 billion.

More than two dozen steamship lines carry general cargo between Boston and 175 world ports. New England's major trading partners are Japan and the Far East, Northern Europe, the Mediterranean, Australia and New Zealand, and South America.

## About The New England Market

New England generates more than two million tons of waterborne general cargo annually. At more than \$4,520 per ton, this is the highest value cargo in America (more

### Conley Terminal

In 1959, Massport acquired a cargo terminal, Castle Island Terminal, which was built in 1942 to handle lumber, oil, and breakbulk cargo and by 1962, Volkswagen cars were discharged here.

Seeking to provide container handling capabilities in the Port of Boston for the very first time, Massport broke ground in 1965 for a new facility—the Castle Island Container Terminal. A longshoremen's dispute kept the terminal dormant until 1969, even though it was completed in 1966.

In 1982, Castle Island was formally dedicated in honor of the late Paul W. Conley, a lifelong South Boston resident and longshoreman.

Today, Conley Terminal provides 4,255 feet of wharfage, supported by 101-acres of storage and a 220,000 square foot shed for breakbulk cargo. At Berth 11, Conley offers two 40-ton container cranes and a 1,000 foot berth. Conley is also the major Port facility for the discharge of lumber, automobiles, and general cargo.



### Harbor Gateway Terminal

The Harbor Gateway Terminal in South Boston includes the 40-acre Massport Marine Terminal, used for the discharge and handling of automobiles and bulk commodities; one million square feet of covered storage space at the former Boston Army Base; and the Black Falcon Cruise Terminal, a year-round facility that can simultaneously accommodate a 1,200 passenger vessel and a 600-passenger vessel.





than twice the national average). Selected major import and export commodities from the New England region are:

IMPORTS	EXPORTS
Automobiles	Abrasives
Beer & Wine	Electronic Equipment
Fabrics & Wools	Fish
Fish & Meats	Fresh Fruit
Shoes	Iron & Steel
Furniture	Leather
Hardware	Lumber
Inorganic Chemicals	Newsprint
Sporting Equipment	Photo Equipment



### Providing Top Notch Service

The Port of Boston provides all the services New England's experienced shippers expect for fast and efficient service:

- ▶ Tug and towboat service is provided by 16 boats. These tugs are accustomed to handling major oceangoing ships and Boston's pilots are widely recognized as among the finest in the world.
- ▶ Over a dozen large commercial banks offer complete international trading services, and the city has more than 30 custom house brokers and freight forwarders.
- ▶ There is a wide variety of privately operated commercial marine services including ship repair and shipbuilding.



### Moran Container Terminal

The Moran Container Terminal in Charlestown is the largest container terminal in New England. The 44-acre facility, which boasts two heavy-duty movable container cranes and a 1,100-foot berth, opened in 1972. Moran handles approximately 45,000 containers per year. Containerization is the transportation of cargo in 20 or 40 foot metal boxes. The cargo gets shipped from point of origin to destination without being removed from the box. The self-contained unit goes from truck or rail to ship to truck or rail again. Originally called the Boston Mystic Container terminal, it was renamed the J.F. Moran Docks in honor of the deceased International Longshoremen's Association international vice president.

In the last five years, Massport has undertaken a multimillion dollar investment program to improve services to shippers and shipping lines using the terminal.

# The Tobin Memorial Bridge

The Tobin Memorial Bridge is the largest bridge in New England, spanning two miles over the Mystic River. The double-deck structure links downtown Boston with Route 1, Interstate 95, and the North Shore. It is twice as long as the Brooklyn Bridge in New York and even longer than the Golden Gate Bridge in San Francisco. At average high tide, the top of the bridge stands 254 feet above the river, while the lower deck clears the water by 145 feet. The shipping channel beneath the center span is 700 feet wide, allowing for passage of the largest cargo vessels. And with annual crossings of over 31 million vehicles, the Tobin is our nation's seventh busiest bridge.

## Across The Mystic

At the very site where the bridge crosses the Mystic River, the first ferry in New England—and possibly the first in America—was placed in operation across the Mystic River. Ferries were the only direct way to cross the river until 1802, when the Chelsea Bridge and Salem Turnpike Company received a charter to build a toll bridge between Chelsea and Charlestown. That first drawbridge was replaced by a more modern swing bridge in 1910, and was adequate until the 1940's, when automobile usage surged. In 1946, the Postwar Highway Planning Commission decided that a new bridge was a necessity, and suggested a





private investment system to raise \$27 million, the estimated cost of construction. The Mystic River Bridge Authority was established and plans were soon under way for a new high level bridge.

Three separate firms won contracts for the bridge's construction, each with many subcontractors. Major U.S. corporations including United States Steel, Bethlehem Steel, and United Engineering worked on various and separate sections of the bridge.

On April 12, 1948, the first shovelful of earth was turned over on the Charlestown side to break ground for the bridge. On February 25, 1950, dedication ceremonies were

held on the bridge's upper level—only one year and ten months after the start of construction.



## 1959–Present

The Mystic River Bridge Authority continued to manage the bridge until 1959, when Massport became operational. In 1966, the bridge was renamed in the memory of Maurice J. Tobin, onetime mayor of Boston and secretary of labor under President Truman.

In its first year of operation the bridge handled ten million vehicles; annual traffic now exceeds 31 million. The bridge now boasts one of the most sophisticated maintenance and traffic monitoring programs in the country as a state-of-the-art TV monitoring system enables the bridge staff of 55 men and women to stay tuned to traffic conditions and rush crews to the scene of breakdowns or accidents. The bridge is not only the fastest route between Boston and the North Shore, but statistically the safest.



The Authority continually invests in roadway and safety improvements on the Tobin Bridge and works closely with neighborhood groups in Charlestown and Chelsea to make the bridge a better neighbor to those communities living in its shadow. The environmental impact of car emissions on local neighborhoods around the bridge has always been a major concern and several Massport programs have focused on this important health related issue. One of those projects is a continuing program to repaint sections of the bridge near residences with lead free paint, while another project removes and replaces lead soil in backyards near the bridge.

The Tobin's stability, reliability, and safety record can best be exemplified by its unparalleled operational record. It has only been closed twice in its history: for a short period of time during the blizzard of 1978; and once in 1973 when a tractor trailer truck hit one of the bridge supports in Charlestown.



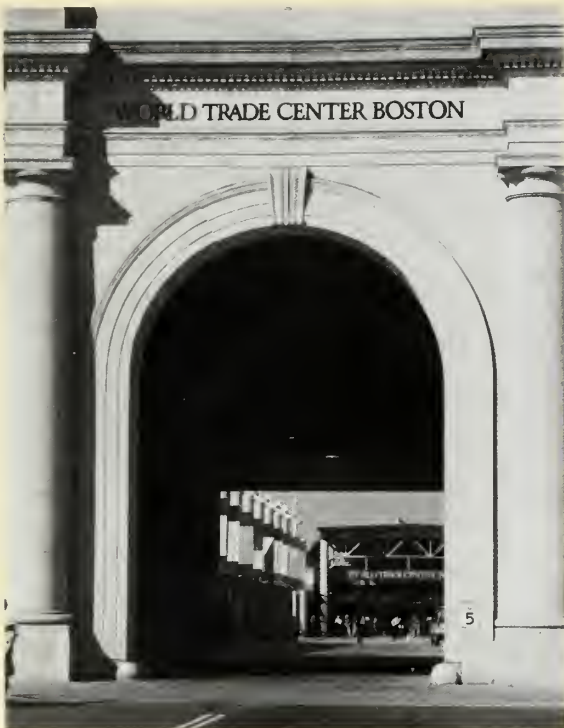


# Property Management &

When Massport assumed operations for the Port of Boston in 1959, the agency inherited several older waterfront properties which were no longer suitable for modern maritime operations. In its early days, the Authority's main focus was on the development of Logan Airport, and its expansion drew attention away from the deteriorating waterfront properties. However, in the mid-1970s, a new awareness of the importance of Boston's commercial seaport and other waterfront properties as a valuable economic resource led to a waterfront revitalization scheme by Massport and other state agencies.

Massport's Property Management and Real Estate and Development Department was established and given the complicated mission of acting as a public entrepreneur in redeveloping several underutilized and financially burdensome properties.

Hoosac Pier in Charlestown, Commonwealth Pier and the Boston Fish Pier in Boston were the department's first challenges.



## Commonwealth Pier

Commonwealth Pier, another historic Boston landmark whose original use was a port for both passenger and cargo ships, has been transformed into the World Trade Center Boston (WTCB). The WTCB is a comprehensive facility for coordinating and developing international trade in New England. The 850,000 square foot center houses office space, a market center for computers and communication systems, a fully equipped conference facility, and a major trade and exposition center.





# Real Estate Development

## The Boston Fish Pier

The Boston Fish Pier is situated on Northern Avenue in South Boston adjacent to the World Trade Center Boston. Massport, as owner of the Boston Fish Pier since 1972, has been committed to the revitalization of Boston's most historic and important fishing facility. Through a \$25 million rehabilitation project, Massport has created a new home for one of Boston's oldest industries—thoroughly modernizing the Pier's structures and systems, the fish processing and distribution operations, and converting sections of the buildings into first-class commercial office space. All of this was accomplished while still preserving

the graceful, historic facades and details of the buildings.

In 1987, approximately 21 million pounds of fish were landed at the pier and close to 52 million pounds of fish were processed.

Cod, haddock, and flounder are the major species landed at the Boston Fish Pier. Boston also receives a large supply of fish over the road from Canada, as well as from smaller New England ports. Additional species landed at Boston include: sole, ocean perch, pollack, squid, cusk, hake, and scrod (scrod being a young haddock or cod, rather than a separate species).

## Transportation Building

Massport is under contract with the Commonwealth of Massachusetts to act as manager of Ten Park Plaza, the state's new transportation building. A unique agreement with private developers is transforming the 50,000 square feet of ground floor commercial space into CityPlace, a complex of restaurants and retail stores. The Transportation Building also offers its tenants conference centers, a day care center, a library, and a public art program.



Boston Fish Pier

## Boston Marine Works

In November of 1985 the Massport board voted to purchase the bankrupt East Boston Shipyard. A \$10 million bid won Massport ownership of a section of the East Boston waterfront that extends from the East Boston Piers to within one-half mile of Logan Airport. Massport purchased the property to preserve the site for maritime industrial use. Since leased to a marine contractor, the site has been revived into a working ship repair facility and there are plans for a marina and boat storage business.

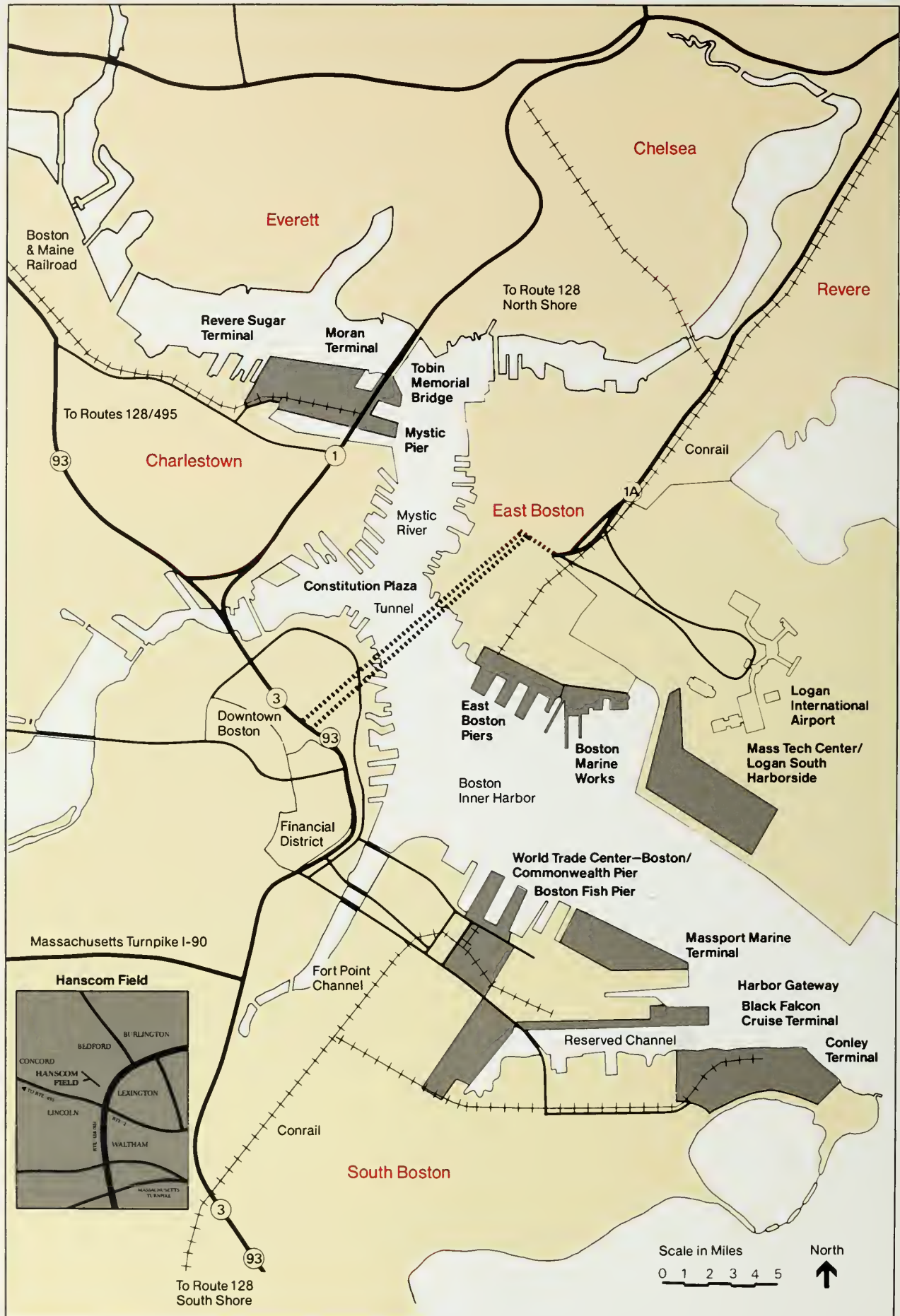
## East Boston Piers

This East Boston waterfront location is under development as a public park and permanent base for Boston Harbor lobstermen.



## Constitution Plaza

When Massport took over operations of Hoosac Pier in Charlestown (the pier overlooks the U.S.S. Constitution warship), it was an outmoded cargo facility. Redeveloped by Massport and a team of developers into "Constitution Plaza," it is now a two-building complex housing office space, a waterfront restaurant, a marina, and a public walkway.









Massport  
Ten Park Plaza  
Boston, MA 02116-3971  
Telephone: (617) 973-5500

This publication was produced by  
the Massport Public Affairs Department.  
We wish to acknowledge the following  
for their assistance:

Design: Pam Hess Advertising & Design  
Typesetting: Arrow Composition  
Printing: Pond-Ekberg Co.